sounds and sights which at first are apt to stagger them, they become of course steadier in their courage under fire, so that at last an engagement has little terror for them, unless it he quite unusually fierce and destructive. I have often been asked how I felt in a battle. The answer always was that I did not feel at all—in other words, that my mind was too fully and unceasingly occupied with the things to be done, to permit any feeling to interfere with the sense of responsibility. One is at such moments entirely unconscious of any personal danger. One simply does not think of it. When we read or hear of commanding officers exposing themselves, they usually do so without being aware of it—unless they especially mean to encourage the troops by their example.

But the most potent influence inspiring troops with more than ordinary courage and daring consists in their confidence and pride in their leaders. Napoleon said that an army of sheep commanded by a lion was vastly preferable to an army of lions commanded by a sheep. To be sure, there are no armies wholly composed of lions, and no armies wholly composed of sheep. In all armies the lion element and the sheep element exist in varying proportions. It is the character of the leader-ship that will make the one element or the other element prevail. This accounts for the striking superiority of the infantry in the Eastern army of the Confederacy commanded by Lee over that of its Western armies commanded by various

other generals, some of whom were indeed brave and able, but far from measuring up to Lee's level in the confidence and pride they inspired. Many of Lee's successes were owing to the haughty assurance of his men that under him they could not be beaten or resisted—an assurance which grew too overweening at Gettysburg and led to disaster. I risk little in. saying that our men would hardly have succeeded in stormfalg